

HOW TO REORGANIZE

October 1998

This booklet provides step-by-step procedures for reorganizations at the Aeronautical Center. While the information and processes may seem a little laborious, they are established to ensure our employees are impacted as little as possible and our organizations are funded. Actually, reorganizing is a very simple, straightforward process if you read the guidance provided. If at any time throughout the process you encounter problems or have questions: Remember! Help is only a phone call away!

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Consider this BEFORE proceeding

There are some very good reasons for reorganizing. A change to an organization should do at least one of the following:

- Correct an organizational problem, such as an overlap of functions
- Reduce costs and/or result in savings in resources (FTE, positions, etc.)
- Delete functions the organization is no longer responsible for or add new functions the organization has acquired
- Delineate responsibilities more clearly and clarify functions
- Add new organizations or delete or consolidate existing organizations

Terms that may be unfamiliar to you

Initiating or originating organization - the organization initiating and/or coordinating the proposed reorganization.

Support organizations - the Office of Financial and Budget Services (AMZ), the Office of Human Resource Management (AMH), and the Program and Resource Management Division (AMI -100). The support organizations will identify representatives who will work directly with you on your reorganization to resolve issues and assist you with reorganization requirements. These organizational representatives are not mediators or unnecessary layers of review. They work directly with you on issues that could impact your reorganization. See appendix 1 for a ready reference of the support provided by or available from each support organization.

Reorganization package - consists of several pieces of information used to affect the reorganization. The makeup of a reorganization package is determined by the actions to be accomplished in the reorganization. Information to help you decide which documents you will need in your package are found later in this guidance.

Functional statements - narratives that document the functional responsibilities of the organization(s) being reorganized and the appropriate related organizational title(s) and routing symbol(s). These statements are used primarily to document organizations' functions and to avoid functional overlaps. Functional statements should be brief. Avoid identifying specific programs by title, that are likely to be changed or canceled. Instead, use a broad description of each organization's functions.

Organizational analysis - an assessment of:

- delegation and appropriateness of assignment of functional responsibilities and authorities;
- a clear distinction between organizational elements;
- the alignment of organizational structures by common function;
- the supervisor to employee ratio (span of control); and
- assistant, administrative, and staff functions and positions and the appropriateness of their use and organizational placement.

Order 1100.5 series, Organization-Field - an agency order that documents field elements and their reporting relationships, structures, and functions. The Aeronautical Center provides changes at division level and above to Chapter 15 of the order which identifies:

- functions of Aeronautical Center organizations;
- functions of straight-lined organizations that support both the organizations assigned to the Office of the Director, Aeronautical Center, and the other straight-lined support organizations located at the Center (e.g., Public Affairs Staff);
- organizational titles and routing symbols;
- reporting relationships; and
- Aeronautical Center organization chart. The most up-to-date version of the Aeronautical Center organization is maintained by AMI -100. Copies of Chapter 15 or specific organizations' functional statements are available by request.

Do your homework

When considering an organizational structure, analyze the functions, products, and services involved. Then, conduct an assessment of:

- delegations and appropriateness of assignment of functional responsibilities and authorities;
- a clear distinction between organizational elements based on the product or service to be produced;
- the alignment of organizational structures by common product and/or service as well as function;
- the supervisor to employee ratio (span of control); and
- assistant, administrative, and staff functions and positions and the appropriateness of their use and proposed organizational placement. Then, discuss the informal proposal with appropriate internal management officials within your organization to ascertain support and decide whether to proceed.

If you are ready to proceed, do this first

Designate a representative in your organization to act as the contact point for the reorganization.

Discuss with the appropriate local approval authority:

- why a change needs to be made;
- results to be accomplished;
- special needs such as deputy or assistant positions and justifications; and
- the process you will take to accomplish the changes. As an example, if it is determined the local approval authority will be AMA-1, the designated representative from your organization or the organization's supervisor or team lead will discuss aspects of the proposed reorganization with AMA-1. The approving official should ensure appropriate information regarding proposed actions is communicated to his/her supervisor and others as appropriate; e.g., AMA-1 briefs AMC-1 on key proposals to be included in the reorganization.

To determine the appropriate approval authority, refer to page 8 under the caption: 'Who will be the final approval authority and when may the reorganization be implemented?' Do not assume that any aspects discussed have been pre-approved and may be implemented UNTIL the package is coordinated with AMH, AMZ, and AMI -100, is changed or corrected as needed, is submitted for review and final approval by the appropriate official, and appropriate actions have been taken.

If the proposed reorganizational changes are supported by the local approving official, notify by e-mail or telephone (extension 4-3501) of your plans to reorganize. An AMH team member will schedule an initial informational meeting with your reorganization representative, a representative from AMZ, AMI -100, and the appropriate representatives from AMH. The AMZ budget analyst responsible for actions involving human resource-related information (such as CPMI S/PPS and EGATS) and for the assignment of BU numbers, etc. will also attend all initial reorganization meetings.

At the initial meeting with the support organizations, a procedures package with samples will be provided to the reorganization representative, the reorganization process will be discussed, and the roles of the support organizations and the assistance they can provide to you will be explained. Be prepared to discuss why you are reorganizing, your proposals, what the desired outcomes are, the extent of personnel movement, possible adverse actions, whether funding has been received to accomplish new programs, potential impact to employees, deputy or special assistant positions identified, cost center changes, union involvement, etc. If you wish, documents may be provided to the support organizations at

this time to facilitate discussion of the proposal; however, the formal reorganization package should not be prepared until all relevant discussion has occurred with AMZ, AMH, and AMI -100.

It is very important that this initial meeting between your organization and the support organizations take place, for several reasons. The support organizations are the organizations which will process and implement your reorganization. This initial meeting will provide these support organizations with the basic concepts of why and how you are planning to reorganize and what the reorganization will entail so workload and priorities can be planned. Many times a reorganization causes changes to be made in the agency's automated databases such as CPMI S/I PPS and DAFI S. Depending on the changes, some can take several weeks or months to accomplish. If the support organizations cannot accomplish this planning as soon as the need is known, the effective date and resulting implementation of an approved reorganization may be delayed.

After the initial meeting

Proceed with the appropriate documentation and coordination for the reorganization package.

Contact the appropriate support organization (AMI -100, AMZ, and AMH) to discuss individual issues, such as tentative timelines; development, review, and classification of position descriptions; development of the reorganization package; budgetary impacts; need for new cost center codes; etc. (See Appendix 1, beginning under 'Office of Financial and Budget Services' for details on the AMZ review process.)

Notify your union representative of your plans to reorganize and the anticipated changes. Bring them into the process early and keep them informed. Keep in mind: If your organization is covered by a bargaining unit agreement, the union must be officially notified prior to the implementation of any reorganization.

What slows down a re-organization? Pitfalls to avoid

One circumstance that can slow down a reorganization is an organization wanting to upgrade several existing positions during the reorganization. The slow down occurs because the personnel specialist has to analyze and research the requested grade to see if the upgrade is warranted. Also, the need for position upgrades alone is not a reason to reorganize. An upgrade an organization believes is warranted can be requested at any

time. If you want your reorganization to proceed quickly, save any requested position upgrades for another time!

Another factor is changing cost center and BU numbers. Involve the AMZ employee responsible for position control, assigning BU numbers, and inputting CPMS information early in the planning process to help avoid redoing SF-52's when the reorganization is complete. (Call x4-5068 for assistance in this area.)

Other issues, such as not coordinating all facets of the reorganization with the support organizations or not recognizing persons that could be impacted in the reorganization and planning how to deal with the issue(s) appropriately could cause problems later if not considered and addressed during the planning process.

Special considerations and cautions

Assistant supervisory or special assistant positions - These positions should be created with caution. Do your needs meet the criteria for establishing or continuing to have such a position? Refer to Order 1100.1A, FAA Organization - Policies and Standards, Chapter 1, Section 5, for specific policy.

Position sensitivities and security investigations - When an organization reorganizes, position sensitivities sometimes change. Employees may need additional security investigations to support their placement in positions with different sensitivity levels. These investigations can be costly, and some are in excess of \$3,000. In addition, some position sensitivities require the investigation be completed prior to placement of an individual in the position. You are encouraged to contact AMC-700 after position descriptions are finalized to determine investigation requirements and costs. While a reorganization will not be disapproved based on the cost of security investigations, your organization will need to consider how the costs will be covered and be aware of AMC-700 procedures for requesting the investigations.

Documentation needed in a reorganization package

The reorganization package will be prepared by the organization proposing/initiating the reorganization. We encourage use of e-mail for transmittal of this and all other documents related to the reorganization when coordinating, approving, and implementing.

(In some cases, an approval received by e-mail will be redocumented on a Clearance Record and a hand signature requested from the local approving official before transmittal to FAA headquarters.)

Refer below to determine which documents you should prepare for your reorganization. Contact AMH for additional assistance as needed.

A brief explanation page - Discuss the proposed reorganization including:

- why you are reorganizing;
- the desired outcomes;
- changes in structure and assignment of functions;
- identification of any increase or decrease in positions including deputies and special assistants, with rationale for justification in accordance with Order 1100.1 series;
- the change in supervisor-to-employee ratio;
- changes that could impact other organizations (e.g., possible impact to your customers); and
- discussion of union notification and/or inclusion in meetings and coordinations, as appropriate. (See appendix 2 for a sample explanation page, sometimes referred to as a briefing note or cover memo.)

Current and proposed position structures - I identify the current and proposed routing symbols, authorized positions, EOY positions, onboard positions, and positions (by position title, type, and grade). (If current positions are identified from CPMS, please state.) A sample of each is provided in appendix 3. Revised organizational charts are not required. AMI-100 will make changes to them as appropriate.

The current and proposed organizational structures are used by AMH to determine what position changes are requested in the reorganization and impact the position changes or the reorganization will have, if any, on employees in the organization. AMH works with the initiating organization to insure that all employees are placed on authorized positions, adverse impact on employees is held to a minimum, and position descriptions accurately reflect the work of the organization. The details are also required for position changes, cost increases or decreases, cost center changes, assurances that adequate funding will be available for changes, and to determine average grade and employee/supervisory ratios.

Functional statements - Upon request, AMI-100 will furnish you a copy of your organization's current functional statements to review for possible revision. These statements must be revised

- when an organization's name or routing symbol is added, deleted, or changed at the division level or above;

- when a major organizational function is added, deleted, changed, or moved at division level or above; or
- when an existing organization is moved and the reporting relationship is changed at division level or above.

As you prepare functional statements, ensure there are no functional overlaps. (Examples are provided in Appendix 4.)

AMI -100 maintains the most current documentation of organizational, structural, and functional changes for all organizations reporting to the Office of the Director, Aeronautical Center (AMC-1).

New position descriptions - Submit new PD's to AMH on all positions for which the organization requests a change in title, series, or grade. In addition, if existing position descriptions are not current, new position descriptions which update the duties and responsibilities will need to be prepared and submitted. If an organization is only changing organizational names or the location of existing position descriptions, new position descriptions do not have to be submitted. AMH will make the appropriate pen-and-ink changes to the existing position descriptions to affect changes for organizational names and locations. When new position descriptions are required, supervisors are encouraged to use PD Library. This automated system contains a variety of position descriptions used throughout the agency which are already classified and ready to use. If you do not have access to PD Library, contact your servicing personnel specialist for more information. If PD Library does not contain a position description which fits your needs and a new position description must be created, remember to list only the major duties the position is responsible for and limit the position description to two pages.

Depending on the actions being accomplished in the reorganization, submission of the package to FAA headquarters may be required, as discussed elsewhere in this booklet. A Clearance Record, a change transmittal, and/or revised organizational charts will be needed for transmittal to headquarters. The documents are discussed below:

Clearance Record - FAA Form 1300-2, Clearance Record, is sometimes used as the coordination cover sheet for changed functional statements. A Clearance Record will be prepared by you if the scenario dictates, such as when functional statements at division level or above must be corrected in Order 1100.5 series, Organization-Field, Chapter 15; or when a reorganization proposal contains sensitive issues that warrant coordination with FAA headquarters, AMC-1, or other Center organizations.

On the Clearance Record (under "Reason for the Attached"), address briefly the major changes being made, such as movement of functions or combining

organizations. Do NOT elaborate on specifics such as numbers of positions, span of control, etc.

Change transmittal - A change transmittal is prepared by AMI -100 to transmit functional statement changes to FAA headquarters. The change transmittal is prepared by AMI -100 after receipt of the official reorganization package is received with the local approval(s) indicated.

Organizational chart - Organizational charts depict organizational entities, horizontal and vertical reporting relationships, and routing symbols. AMI -100 prepares revised organizational charts depicting changed information at division level and above for submission to FAA headquarters.

You've completed your draft reorganization package! What happens next?

Coordinate the completed draft package by sending copies to AMI -100, AMZ, and AMH for review and comment. We encourage coordinations by e-mail; however, hard copies may be used if you desire.

AMZ will review the package regarding three major issues: duplication of effort already budgeted for in another organization, cost center changes, and funding impacts.

Remember that changes must remain within the allocated funding and keep in mind the following issues AMZ will be reviewing.

- Average grade must remain the same because AMZ is not permitted to budget for grade-to-grade promotions in general. Increases are expected to be funded through offsetting attrition. AMZ will calculate the current average grade and compare this against the proposed average grade. Unless AMC-1 approves reprogramming from within or from other programs to fund increases or additional resources - or unless additional resources are received from headquarters - AMZ will nonconcur.
- If an increase in average grade does occur, the following will be evaluated by AMZ:
 - Are there available resources to fund the increase within the program?
 - What impact is there, if any, in the subsequent fiscal year(s) that may be relevant?
 - What other object class decreases would be reduced to fund the increase, without jeopardizing other programs within the budget activity?
- Positions shall not be diverted from programs that will require additional positions to be authorized for the same purpose at a later date.

- Is the program remaining within the position, FTE, and EOY allowance levels? If the reorganization exceeds the allowance level, AMZ will nonconcur unless advised that a higher level management decision has allowed increases. A statutory or administrative limitation may not be exceeded.
- Position changes should not result in increases in contracts or overtime unless authorized.
- Staffing adjustments should not be made between budget activities and/or appropriations. Functions are not combined across activities or withdrawn from one activity to another without approval from headquarters. This does not mean an organization is restricted from having more than one type of funding within a program; however, by the nature of the funding category, it is unusual for an organization to have two types of funding for the same program.
- The number of employees in full-time permanent positions remains the same unless specific higher level authority allows. Other specific appointments must also remain within the identified levels, unless specific authority has been granted to over hire or to exceed the limitation.
- Temporary positions must be reviewed since they are authorized for a specific purpose and period of time.
- Validity of calculations will be checked, such as FTE's, etc. Any new budget restrictions placed on programs by AMC and/or headquarters should be applied; e.g., restriction on the number of FG-14's and FG-15's or supervisory/employee ratio limitations. AMZ will also review cost center changes to determine if they have been established in DAFIS and CPMIS/IPPS. AMZ will make fiscal program element cost center changes to the appropriate tables. These must be established prior to implementation. Please note that AMZ cannot make fiscal program element code changes in the Department CPMIS if the appropriate codes have not been established by the responsible CPMIS person in OST. Fiscal program element code changes must be approved by headquarters and changed at that level.

AMH will review the new position descriptions to ensure the position descriptions are classifiable and to make an initial determination of the title, series, and grade of all new/revised position descriptions submitted with the reorganization. If AMH cannot support a classification as requested by the organization, a personnel specialist will work with the organization to redefine the duties and responsibilities, if possible, and to resolve differences in the classification area. AMH also reviews a reorganization package to determine the impact the reorganization will have on the current employees in the organization. The organizational listing will be reviewed, position by position, to ensure that all employees in the current organization can be accommodated in the new proposed organizational structure. If all employees cannot be accommodated, AMH works closely with the organization to determine the proper placement of all employees affected by the reorganization.

AMH is also responsible for ensuring the initiating organization has had union involvement in the reorganization.

AMI -100 will review functional statements for proper documentation and for possible overlap or duplication of functions, determine the appropriate approval level for the reorganization package, and determine requirements for transmittal of documentation to FAA headquarters.

Upon completion of the review, AMI -100, AMZ, and AMH will individually provide you comments to the draft package. They will also provide a copy of their comments to each of the other support organizations for information purposes.

Getting a Reorganization Approved

Changes identified by the support organizations during the coordination should be incorporated into the final draft package. Then, submit the package through proper channels to the appropriate approval official. If an effective date has been worked out with AMH and AMZ, this date should be identified in the 'brief explanation' that accompanies the package. If not, include in the explanation a phrase similar to the following: "The effective date of the reorganization will be as soon as possible after the approval date of this reorganization." If there is no requirement to forward it to headquarters, the approving official may indicate approval by e-mail or adding his/her signature at the bottom of the 'explanation document' which is attached to the package. If the package is to be transmitted to FAA headquarters, the approval must be indicated on a Clearance Record. After approval, the 'official package' (with the approval indicated) should be transmitted by the approving official to AMI -100 for disposition. Copies of the approval and the package should also be forwarded to AMZ, AMH, and to the reorganization representative. Upon receipt of the approval document, AMI -100 will either prepare a change transmittal, format the revised functional statements, and revise organization charts for transmittal to headquarters or handle disposition of the package locally.

Who will be the final approval authority and when may the reorganization be implemented?

Actions have been taken to request changes from FAA headquarters to certain reorganization approval levels. Until informed otherwise, the approval authorities discussed below will apply. Some reorganizations may be implemented immediately, and these scenarios are discussed below with approval levels identified. Reorganization changes that contain sensitive issues are discussed under the heading "Deferred implementations due to sensitive issues."

Immediate implementation for nonsensitive issues:

Local program directors, staff managers, and equivalents may approve reorganizations that do NOT contain sensitive issues or movement of functions about which local management anticipates disagreements and/or nonconcurrence by FAA headquarters officials. No redelegations are allowed. (Examples of approvals at different levels are provided in Appendix 5.) Following local approval, the approval and the final reorganization package shall be transmitted to AMC-1A, with a copy to the AMZ and AMH support contact points, by either e-mail or by hard copy. Implementation of the reorganization may begin as soon as agreement is reached with AMZ and AMH on an effective date. If position descriptions are being changed in the reorganization, they will be classified during implementation. (Caution: see "Deferred implementation due to sensitive issues" below.)

- If changes are not required to functional statements, routing symbols, organizational titles, or basic structure contained in Chapter 15 of Order 1100.5C, AMH will establish the official reorganization case file containing the approval, the complete reorganization package (with final changes made, and coordination comments received). Implementation of the reorganization may begin as soon as agreement is reached with AMZ and AMH on an effective date. Submission of the package to FAA headquarters will not be needed.
- If changes are required to Chapter 15 of Order 1100.5C, the reorganization package will be forwarded by AMI -100 to FAA headquarters for coordination, signature, and distribution. AMI -100 will prepare the change transmittal, a revised table of contents, and a revised organization chart. As a general rule, since reorganizations normally do not contain sensitive issues, implementation may begin BEFORE the Aeronautical Center is actually notified that the change transmittal has been signed in headquarters if functional assignments remain within an office and are not transferred externally across organizational lines and if basic agency policies and/or philosophies are not being challenged or ignored.

Deferred implementation due to sensitive issues:

AMC-1 reserves approval authority for reorganizations containing sensitive issues about which local management anticipates disagreements and/or nonconcurrence by FAA headquarters officials (for example, if functional assignments are transferred externally across organizational lines or if basic agency policy and/or philosophies are being challenged or ignored). (Redelegations for these are discussed below - read on!) Upon approval of this type reorganization, the complete reorganization package will be provided by the Office of the Director, Aeronautical Center, AMI -100. AMI -100 will prepare transmittal documents and forward the package to FAA headquarters for executive level coordination, approval, and distribution.

All sensitive issues should be discussed with AMC-1 on a case-by-case basis. After discussion of the issues, AMC-1 may authorize local approval by the program director (or equivalent). No redelegations are allowed. After local approval, transmit appropriate documents to AMI -100, as described in the previous paragraph, for preparation and transmittal to FAA headquarters.

AMI -100 will be notified by FAA headquarters when the proposed reorganization has received final approval. AMI -100 will then notify the reorganization contact point, AMZ, and AMH of the approval. Implementation may begin upon agreement of an effective date with AMZ and AMH. If position descriptions are being changed in the reorganization, they will be classified during implementation.

Congratulations! Your reorganization has been approved! Now what?

The effective date - One of the first things that happens after a reorganization is approved is the establishment or validation of an effective date. AMH contacts AMZ and the originating organization to discuss when the necessary paperwork to affect personnel changes can be submitted and the amount of work that is necessary to affect the reorganization. The effective date is worked out and is identified as soon as possible after the reorganization is approved. (In most cases, the effective date is the beginning of the first pay period after approval of the reorganization. However, the effective date may slip a pay period if the reorganization is approved toward the end of a pay period or if the reorganization involves extensive changes to the CPMS/PPS database.) In some cases, effective dates can even be negotiated with AMZ and AMH and identified in the final package.

Personnel changes - Personnel changes are accomplished by submitting a Standard Form-52, Request for Personnel Action, for each person or by submitting a mass change sheet listing employees affected by the reorganization to AMH and AMZ. Mass change sheets are used in place of individual reassignment SF-52's to make processing more efficient. AMH "takes the lead" on processing the mass change sheets and SF-52's and is responsible for contacting AMZ and working closely with them to ensure all changes are discussed and are made at the appropriate times. (A sample mass change sheet is provided as Appendix 6. A sample automated version of the form is available for your use, as needed. Ask one of the support organizations for a copy.) Employees may be listed on a mass change sheet if their title, series, or grade is not changing in the reorganization. For example, if employees are being moved from one organizational entity to another with no change in title, series, or grade, they can be listed on a mass change sheet. However, an SF-52 must be submitted for each individual in the reorganization if the title, series, or grade of the position the individual encumbers is changing. For example, if an employee(s) is changing positions from a FG-334-12 to a FG-301-12, individual SF-52's will have to be submitted for the employee(s) because their series is changing.

PD classifications - Once the mass change sheets are submitted, AMH and AMZ begin to implement the reorganization. AMH first classifies all new position descriptions involved in the reorganization and makes any organizational changes necessary in CPMS/PPS (e.g., establishes new organizations, deletes or changes organizations). Once AMH makes all the organizational changes, personnel changes associated with the reorganization are made. This usually involves reassignments and/or advertising new positions to be filled competitively.

AMZ verifies the cost centers and fiscal program elements are in the DAFIS tables; determines which positions can use existing budget numbers and which need new budget numbers; checks all the data elements in existing budget numbers for necessary changes; compares limitations against the authorized number for each appropriation; and reviews required SF-52s for budget number changes or additions.

AMH-100 creates the official case file for the reorganization and ensures the Center's master functional statements and organization chart are updated. The organization undergoing change is responsible for making any notifications regarding the changes taking place; e.g., employee locator cards, local telephone book, Intercom item to the Center at large, etc.

Appendix 1: Support Organizations and Their Role in Reorganizations

CONFUSED? HAVE QUESTIONS? WHO CAN YOU CALL FOR INFORMATION OR ASSISTANCE?

The Program & Resource Management Division (AMI -100):

- Converts your functional statements to directive format, makes changes to organizational charts, and prepares a Clearance Record and change transmittal for transmittal to FAA.
- Is the Center resource office for organizational, functional, and structural guidance and information, including maintenance of the most current Aeronautical Center functional statements and organizational chart(s), as needed.

The Office of Human Resource Management (AMH):

- Provides organizational analysis, as requested.
- Provides guidance relating to organizational, functional, and structural policy and procedures.
- Maintains the official case file for all Aeronautical Center reorganizations.
- Is the Aeronautical Center contact point for all reorganizations and acts as liaison with FAA headquarters for all reorganization-related issues.
- Arranges for the initial reorganization meeting with AMZ, AMH, and AMI -100 representatives and the reorganization representative.
- Provides a reorganization procedures package at the initial meeting to assist you in your reorganization efforts.
- Consults with organizations on position description changes as a result of reorganizations.
- Classifies all new position descriptions.
- Consults with organizations on personnel changes as a result of reorganizations.
- Processes the personnel aspects of reorganizations.

The Office of Financial and Budget Services (AMZ):

- Reviews for duplication of effort already budgeted for in another organization.
- Reviews for funding impacts.
- Reviews costs center changes.
- Processes the budgetary aspects of reorganizations.

Appendix 2: Example: EXPLANATION PAGE

Instructions: Use an 'explanation page' or briefing note as a cover sheet for the reorganization package when it is coordinated with the support organizations and when presented as a final package for approval. (Any format for this information page is acceptable.) Information contained in it should be updated after coordination, as required, before submission for final approval. The issues below should be addressed.

November 14, 1991

Subject: Reorganization of the Office of Acquisition (AMQ)

Why reorganizing; desired outcomes: Increasing span of control, better control, increased efficiency, more effective cross-training, and improved backup capabilities for these functions. The concept was tested from July 1, 1993 to December 2, 1993. AMQ-1 considered the test a success.

Changes in structure and assignment of functions: The two organizations (AMQ-100 and AMQ-200) will remain. The Purchasing Division (AMQ-200) is established as the "specialty group" for purchasing aircraft parts. This necessitates transferring the credit card, purchase request data entry, and bid/proposal receipt functions to the Acquisition Support Division (AMQ-100) from AMQ-200.

Identification of any increase or decrease of positions [include discussion of any deputies and special assistants with rationale for justification in accordance with Order 1100.1 series]:

There are no changes to authorized positions. While the new structure would add two FG-11 positions, the organization is decreasing three FG-9's.

Change in supervisor-to-employee ratio: Current supervisor ratio for AMQ-100 is 1:13, and the ratio for AMQ-200 is 1:8.3. The new structure improves the ratios to 1:14 for AMQ-100 and 1:24 for AMQ-200. Increased ratio in AMQ-200 is accommodated by the elimination of two branch manager positions.

Changes that could impact other organizations: None

Discussion of union notification and/or inclusion in meetings and coordinations, as appropriate: Union representatives were included in planning meetings and kept informed of changes being proposed.

Appendix 3: Current and Proposed Position Structures

Example 1: Current Position Structure

Organization	Auth Pos	EOY	Onboard	Type/Grade	Position Title
AMX-100	1	1	1	FG-334-15	Supervisory Computer Specialist
	1	1	V	FG-334-14	Computer Specialist
	1	1	1	FG-334-13	Computer Specialist (Programmer Analyst) – Reimb
	2	1	1	FG-334-13	Computer Specialist (System Specialist)
	4	4	3	FG-334-12	Computer Specialist (System Programmer)
TOTALS	9	8	6		
AMX-800	1	1	1	FG-334-14	Supervisory Computer Specialist
	1	0	0	FG-334-13	Computer Specialist (System Analyst)
	1	1	1	FG-334-13	Computer Specialist (Programmer Analyst)
	2	2	2	FG-334-12	Computer Specialist (Equipment Analyst)
	1	1	V	FG-326-04	Office Automation Clerk
TOTALS	6	5	4		

Example 2: Proposed Position Structure

Organization	Auth Pos	EOY	Onboard	Type/Grade	Position Title
AMX-100	1	1	1	FG-334-15	Supervisory Computer Specialist
	1	1	V	FG-334-14	Computer Specialist
	1	1	1	FG-334-13	Computer Specialist (Programmer Analyst) - Reimb
	2	1	1	FG-334-13	Computer Specialist (System Specialist)
	4	4	3,1V	FG-334-12	Computer Specialist (System Programmer)
	1	1	1	FG-334-14	Supervisory Computer Specialist
	1	0	0	FG-334-13	Computer Specialist (System Analyst)
	1	1	1	FG-334-13	Computer Specialist (Programmer Analyst)
	2	2	2	FG-334-12	Computer Specialist (Equipment Analyst)
	1	1	V	FG-326-04	Office Automation Clerk
TOTALS	15	13	10		

Appendix 4. Example: FUNCTIONAL STATEMENTS

OFFICE OF FACILITY MANAGEMENT (AMP). The Office of Facility Management serves as the focal point for NAS program planning, provides maintenance and engineering/architectural support for the Center's physical plant; maintenance and repair for FAA Academy training equipment; and manages the environmental safety and health programs and the operations center. The office:

- Provides physical plant maintenance, engineering/architectural support, performs space
- and master planning, and manages the operations center and emergency readiness
- activities at the Center.
- Manages the environmental and occupational safety and health programs.
- Maintains FAA Academy training equipment.
- Manages and oversees NAS planning and program activities at the Aeronautical Center.

ENVIRONMENTAL, SAFETY, AND EMERGENCY MANAGEMENT DIVISION (AMP-100). The Environmental, Safety, and Emergency Management Division:

- Manages the environmental, safety, and health programs to ensure compliance with city, state, and federal laws.
- Provides 24-hour, 365-day command, control, and communications services for the Mike Monroney Aeronautical Center.

NAS TECHNICAL SERVICES DIVISION (AMP-200). The NAS Technical Services Division:

- Provides technical repair services for FAA classrooms and laboratory training equipment.
- Provides systems-trained personnel to assist engineers on system research and modification.
- Participates in and provides test facilities/systems in support of agency logistics support requirements.

OPERATIONS AND MAINTENANCE DIVISION (AMP-300). The Operations and Maintenance Division:

- Maintains, operates, and modifies building interiors, environmental support systems, and utilities.

- Provides janitorial and custodial services, ground maintenance, and solid waste disposal services.
- Maintains FAA-owned special purpose vehicles, material handling equipment, and aircraft-powered and non-powered flight line support equipment.
- Manages the motor fleet dispatching services.
- Provides office machine and furniture repair services.

Appendix 5. Examples: APPROVALS AT DIFFERENT LEVELS

Example 1: The first example is for a reorganization that may be approved at the local Program Director level. See 'Immediate implementation for nonsensitive issues,' for additional information.

Author: John Q. Smith, AMI -1

Date: 7/15/96

Priority: Normal

TO: [name of support contact in AMI -100]

TO: [name of support contact in AMH]

TO: [name of support contact in AMZ]

Subject: Approval of AMI -100/700 reorganization

-----Message Contents-----

I approve the attached reorganization package for AMI -100/700. The documents were previously coordinated with AMI -100, AMH, and AMZ and appropriate changes have been made to the package.

John Q. Smith

Example 2: The following example is for a reorganization that must be approved by the Director, Aeronautical Center.

Author: Mary S. Jones, AMC-1
Date: 7/16/96
Priority: Normal
TO: John Q. Smith, AMI -1
CC: [name of this reorganization's representative]
CC: [name of support contact in AMI -100]
CC: [name of support contact in AMH]
CC: [name of support contact in AMZ]
Subj: Approval of AMI -100/700 reorganization.

----- Message Contents-----

Approved.

Reply Separator_____

Author: John Q. Smith, AMI -1
Date: 7/15/96
Priority: Normal
TO: Mary S. Jones, AMC-1
CC: [name of this reorganization's representative]
CC: [name of support contact in AMI -100]
CC: [name of support contact in AMH]
CC: [name of support contact in AMZ]
Subject: Approval of AMI -100/700 reorganization

-----Message Contents-----

In accordance with current guidelines for signature authorities, I recommend your approval of the attached reorganization package for AMI -100/700. The documents were previously coordinated with AMI -100, AMH, and AMZ and appropriate changes have been made to the package.

John Q. Smith

Appendix 6. Examples: Completed Mass Change Sheet

PERSONNEL REORGANIZATION WORKSHEET

NEW ORGANIZATION INFORMATION:

Organization: Resource Mgmt. Team

Routing Symbol: AMJ-120

Reorganization Authority: AMJ-1 cc:Mail msg dtd 12/14/95

Proposed Effective Date: 1/9/96

Total Number of Authorized Positions: 10

Limitations: 17

COORDINATIONS:

Initiating Organization: Resource Mgmt. Team

Initiating Organization's Budget Contact: John Smith

AMH: _____

AMZ: _____

FROM DATA:

ORG	** BU NO APPROP	*** APPROP	COST CNTR	FISC PROG ELEM	AUTH POS (FTP)	PP-SER-GR	PD NO	NAME	SSN
AMJ-21	AC9951	A	199A	341	1	FG-334-14	AC-X119	John Smith, Jr.	000-00-0000
AMJ-21	AC9560	A	199A	341	1	FG-334-13	AC-X498	Mary Johnson	000-00-0000
AMJ-22	AC9467	A	199B	341	1	FG-334-13		Vacant	
AMJ-21	AC9872	A	199A	341	1	FG-334-12	AC-X559	Ed Hill	000-00-0000
AMJ-21	AC9111	A	199A	341	1	FG-341-9	AC-X442	Beth Chambers	000-00-0000

TO DATA:

TITLE	ORG	APPROP	COST CNTR	FISC PROG ELEM	AUTH POS (FTP)	PP-SER-GR	PD NO	BU NO
Supv. Computer Spec	AMJ-120	A	1990	341	1	FG-334-14	AC-X119	AC9951
Computer Spec (Sys Anal)	AMJ-120	A	1990	341	1	FG-334-13	AC-X498	AC9560
Computer Spec (Sys Prog)	AMJ-120	A	1990	341	1	FG-334-13		AC9467
Computer Spec (Sys Prog)	AMJ-120	A	1990	341	1	FG-334-12	AC-X559	AC9872
Administrative Officer	AMJ-120	A	1990	341	1	FG-341-9	AC-X442	AC9111

Authorized limitations: Notify AMZ-1 in writing of any movement or changes in authorized limitations.

* BU numbers: If the old organization is going to be deleted, be sure to speak to each BU number; e.g., delete, move to different organization, etc.

** Appropriation codes: A (Ops Direct) D (RE&D)
B or C (Reimb) F (F&E)

Positions such as part-time, summer hire, student aids, etc., should be identified along with the position title in the "To Data" side.

Positions that are developmental to a journeyman level and promotion will occur within one year can be on same BU number. Otherwise, different BU numbers are required for different grade levels.

REQUESTING SIGNATURE

ROUTING SYMBOL DATE